

## **Diversity Strategic Plan (February 2002)**

### **Workplace Vision:**

*Goddard employees respect, appreciate, and value individual differences so that we can capitalize on the strengths of a diverse workforce to better perform our mission through teamwork and innovation.*

### **GSFC Implementation Plan:**

- Goal 4: To accomplish the Center's mission through a vital and effective workforce
  - Strategy 2: Involve employees in the creation of a work environment conducive to their best performance according to the Center's values and goals
    - Objective 1: To foster an organizational climate where employee diversity and mutual respect are catalysts for creativity and team effectiveness
  - Strategy 3: Acquire and sustain a vital and effective workforce
    - Objective 1: To recruit the best employees, while maintaining balance in the experience levels of new hires and enhancing the Center's diversity
    - Objective 2: To make a commitment of management and resources to ensure that employees receive the training, developmental experiences, and tools they need to attain the highest levels of professional excellence and personal growth in order to perform the Center's mission.
    - Objective 3: To create a climate that provides employees the opportunity to maintain a productive balance between personal and professional responsibilities

The GSFC Diversity Council has adopted the 'Equity Continuum' by Trevor Wilson as the model in the development of its Diversity Plan. In working towards the Goddard Workplace Vision and in the execution of the applicable Goals, Strategies and Objectives from the GSFC Implementation Plan, the Executive Council and the Diversity Council have set a goal of becoming a "3" on the 'Equity Continuum' in three to five years (see Appendix A for Equity Continuum).

This document is structured to outline diversity strategies and goals with measurable steps that address critical areas such as recruitment and retention of the best and brightest employees. The three key diversity strategies are to:

- Develop employees to their maximum potential
- Create an inclusive environment/culture
- Work towards being an Employer of Choice

In light of this, the Diversity Council presents this framework for the Center to use as we embark on reaching a "3" on our way to a "5". Progress towards these goals will be reported to the Diversity Council and the Executive Council. This plan will be a living document in that it will evolve to reflect changing circumstances and continual progress.

Strategies	Goals	Objectives/Steps	Measurement	Actionee	Timeframe
Strategy 1: Develop employees to their maximum potential	Goal 1: Opportunities for growth exist equitably for all employees	Ensure diverse participation in and recognition for: <ul style="list-style-type: none"> <li>Awards (Center and Agency Honor awards, and monetary awards such as Performance and Special Acts awards)</li> <li>Promotions</li> <li>Developmental assignments (formal details requiring paper)</li> <li>Work teams</li> </ul>	Report by ethnicity, gender, disability, grade level, generational, skill for the # and % of recipients for each category and compare to population in workforce.	Directorates	Beginning in FY02 and reporting on quarterly basis
			Report by employee # for work teams	Directorates	Quarterly reporting
		Promote & expand mentoring opportunities (defined as Center-wide and directorate-wide formal mentoring programs)	# of mentees and mentors by each demographic category	Directorates	Quarterly reporting
			# of mentoring opportunities available	OHR/ Directorates	Quarterly reporting
			mentoring programs listed on website	Spec. Asst. for Diversity	Quarterly reporting
		Facilitate career progression by providing opportunities for development -- work assignments, upward mobility programs, GLEs, PMDE, detail assignments, academic programs and professional conferences	Conduct time-in-grade survey every two years (determine when last survey conducted)	OHR	Bi-annually
			# of opportunities available and # participating	OHR	Quarterly reporting

Strategy 1: Develop employees to their maximum potential	Goal 2: Supportive environment exists for employee development	Conduct culture surveys/audits	Survey conducted when planned (did we do what we said we would do)	DC	Bi-annually
			Trend line over successive surveys	DC	
		Develop and implement action plans based on results of survey, as appropriate	Survey results provided in timely manner	DC/ Directorates	Quarterly reporting
			Action plan developed in timely manner	Supervisors/Directorates	
			Report on Action Plan implementation	Supervisors/Directorates	
				OHR	
		Supervisors create supportive environment by encouraging and enabling employees to participate in developmental programs (includes participation in areas not necessarily in employees primary area of responsibility)	retention rates/turnover	OHR	Quarterly reporting
			% of new supervisors taking New Supervisors training w/in 1 year of becoming supervisor	OHR	Quarterly reporting
			# of management training	Supervisors	Quarterly reporting
				Supervisors	Annually
			180 feedback results		Annually
			Survey results and resulting action plan	Supervisors	Annually
			# and types of developmental opportunities provided		Quarterly reporting

Strategy 2: Create an Inclusive Environment/Culture	Goal 1: Environment is well-balanced and stress-reduced	Develop and execute a Human Capital Management strategy that considers Quality of Work Life	Development of a Human Capital Strategy (i.e., People Management Plan)  Maintain/increase quality of work life programs	Diversity Council	Initially and 6 months after employee leaves
		Conduct exit interviews to identify issues contributing to attrition	# of interviews conducted  survey results and resulting action plan	OHR	
	Goal 2: Communication with and among employees is timely and open	Publish Annual Progress Report and ensure diversity Website is current and contains up-to-date information	Report published annually  Website contains current information	Spec. Asst. for Diversity	Beginning of each calendar year
		Provide status and request feedback during All Hands	# of times diversity discussed at All Hands	Diversity Champion/PAO	At least annually
		Announce major milestones in diversity initiatives in Goddard News and other internal media	# of times published in Goddard News	PAO/Spec. Asst. for Diversity	At least quarterly
		Provide forum for diversity discussion	# of diversity dialogue sessions  # of participants  participation trend	Spec. Asst. for Diversity/Directorates  “  “	Quarterly reporting

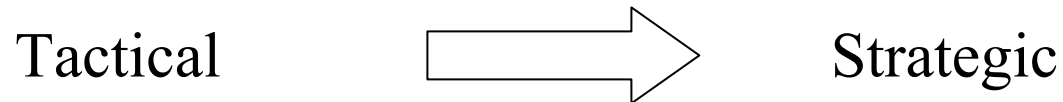
Strategy 2: Create an Inclusive Environment/Culture	Goal 3: Employees and supervisors are educated on diversity and its value to the GSFC mission	Diversity champion(s) meet w/ supervisors and employees	# of dialogues held	Diversity Champion/ Spec. Asst. for Diversity	Quarterly reporting
			participation at meetings	Spec. Asst. for Diversity	Quarterly reporting
		Incorporate & strengthen diversity awareness in supervisory, management, leadership and developmental courses	% of courses that include diversity awareness	OHR	Quarterly reporting
			participant feedback on measure of success	OHR	Quarterly reporting
		Make diversity training courses and other in-house resources (videos, books, periodicals) available for employees	# of courses available	OHR	Quarterly reporting
			# of people attending	OHR	Quarterly reporting
		Support and encourage Directorate Diversity Groups	# of directorates with diversity groups and accomplishments of the groups	Directorates	Quarterly reporting
		Supervisors, managers and team leaders communicate need to develop inclusive environment and hold or support regular and timely sessions on diversity-related topics	# of meetings held # of meetings attended	Directorates	Quarterly reporting
		Implement a diversity appreciation day			

Strategy 3: Work towards being an Employer of Choice	Goal 1: High awareness of, and respect for diversity	Study, benchmark and adopt best practices	# of benchmarking studies done  # of Best Practices adopted  # of Best Practices already in place	Spec. Asst. for Diversity/ Directorates	Annually  Annually  Annually
		Collaborate with companies rated best in industry in diversity to learn from them	# of collaborations	Diversity Council	
	Goal 2: Diversity initiatives linked to Center's strategy and outcomes	Include diversity as a strategic investment in the Integrated Business Plan (articulate clear tie of mission success, safety and diversity)		Diversity Council	
		Communicate the Business Case for diversity  Review Recruiting Plans and Practices (from the perspective of QWL and inclusive practices that can be used as a selling point and not from the perspective of an affirmative action goal achievement)	Benchmark other Recruiting Strategies and Plans  # of existing Strategic Plans and documents that link to diversity		

Strategy 3: Work towards being an Employer of Choice	Goal 3: Management is accountable for developing and maintaining a diverse workforce	Conduct interviews to monitor success of recruitment efforts and identify areas of improvement	# of interviews conducted	OHR	6 months after employment
		All directorates and executive offices report to the Diversity Council on directorate diversity activities and their effectiveness	Track/ report that it happens	Directorates	Quarterly reporting
		Diversity Council reports periodically to EC on diversity status and progress	Track/ report that it happens	Spec. Asst. For Diversity	
		Recognize and reward team leaders, supervisors and managers who successfully implement diversity initiatives	# recognized and/or rewarded	Directorates	Quarterly reporting
		Strengthen diversity competency in Performance Plans (EPCS) for supervisors and managers		OHR	
		Managers and supervisors utilize multi-rater feedback and assessment	180 feedback	OHR	Annually
		Diversity Council, Executive Council and other management retreats have diversity component	Track/ report that it happens	Directorates	

## The Equity Continuum\*

<b>Level 1</b>	<b>Level II</b>	<b>Level III</b>	<b>Level IV</b>	<b>Level V</b>
<b>Compliance</b>	<b>Beyond Compliance</b>	<b>The Business Case</b>	<b>Integrated Diversity</b>	<b>Global Employer of Choice</b>



\* The Equity Continuum is based on a model in Trevor Wilson's Book, *Diversity at Work*.



# The Equity Continuum

Level I Compliance	Level II Moving Beyond Compliance	Level III The Business Case	Level IV Integrated Diversity	Level V Global Employer of Choice
<ul style="list-style-type: none"> <li>• <b>Reactive Approach</b></li> <li>• Avoid Negative Consequences of non-compliance</li> <li>• External pressures to implement</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Beyond representation</b></li> <li>• Do the “right thing” for disadvantaged groups</li> <li>• Enhance public image</li> <li>• Isolated diversity initiatives on high visibility programs or actions</li> <li>• Appointment of minorities/women to high visibility positions</li> <li>• <b>No integration into broader aspects of HR management and organizational culture</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Recognition that managing diversity can yield positive business benefits</b></li> <li>• Moving in a direction to attract and retain the best, diversified workforce</li> <li>• <b>Identifying barriers to diversity and developing HR strategies that encourage and support a diverse workforce</b></li> <li>• Benchmark and adopt best practices</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Internalized diversity as an integral part of the organizational culture - i.e., diversity is a value</b></li> <li>• No longer debate the value of diversity</li> <li>• <b>Diversity is embedded in the culture, its programs, and products - as a result products and services are more relevant to a wide range of stakeholders</b></li> <li>• Commitment to organization mission</li> <li>• Commitment to merit</li> <li>• Continually breaking down barriers</li> <li>• Experiencing the financial and non-financial benefits of diversity</li> <li>• Viewed as an “Employer of Choice”</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Foster diversity beyond the organizations own boundaries</b></li> <li>• Diversity is an organizational, community, national and global imperative</li> <li>• Diversity is a core value</li> <li>• Industry leader - benchmark for others</li> <li>• <b>Merit-based OHR practices</b></li> <li>• Anticipate and eliminate emerging barriers</li> <li>• Experience financial and non-financial benefits</li> <li>• <b>Recognize the needs of diverse stakeholders and expect affiliates to embrace diversity and merit principles</b></li> <li>• Are committed to long term, far reaching impact on their organization and the global community</li> </ul>